

# SWEN90016

## Software Processes & Project Management

*Harry Drakos*

*Department of Computing and Information Systems*

*The University of Melbourne*

*[harry.drakos@unimelb.edu.au](mailto:harry.drakos@unimelb.edu.au)*


2019 – Semester 1

Lecture 4

## Today's Quiz

1. Not marked.
2. Exam multiple choice questions will be selected from these.

 Respond at **PollEv.com/harrydrakos482**

 Text **HARRYDRAKOS482** to **+61 427 541 357** once to join.

**Apologies for the Lecture recording last week.**

## **Student Reps**

**We need 2 volunteers to be Student Reps.  
First two people to come and see me on the  
break will be selected.**

## Lecture 3 – Questions

### Question – Internal & External Stakeholders

*External stakeholders are people who have a stake (interest) in some aspect of the project, but are not in the software development organization / are external to the organization.*

## L3 - Recap



## So why is this important to Project Management?



## Lecture 1

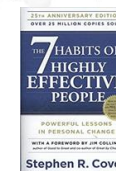
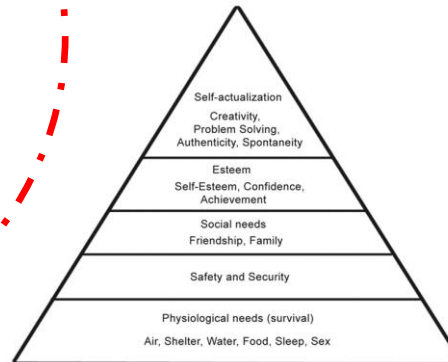
L1.5b – Project Manager Key Activities "a change is occurring"

Acile is redefining the way we execute projects and the role of the PM. In Acile

- Move from Command and Control to Servant Leadership
  - Coaches and facilitates teams to deliver
  - Emphasises objectives
  - Is invested in the program's overall performance
- Asks the teams for answers
  - Allows the teams to self-organise and take their attitude
  - Assists others with being issues

[www.afl.org.au/coaching-for-coaches](http://www.afl.org.au/coaching-for-coaches) [www.afl.com.au/afl-6330](http://www.afl.com.au/afl-6330)

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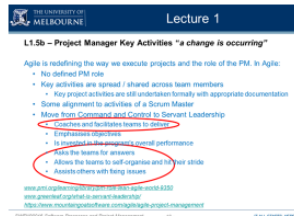
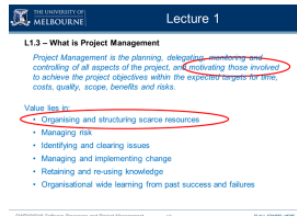


## L3 - Recap



### L3.1 – Teams, Individuals and Motivation

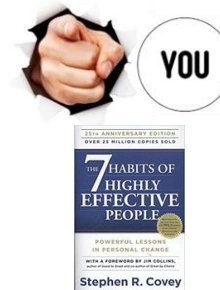
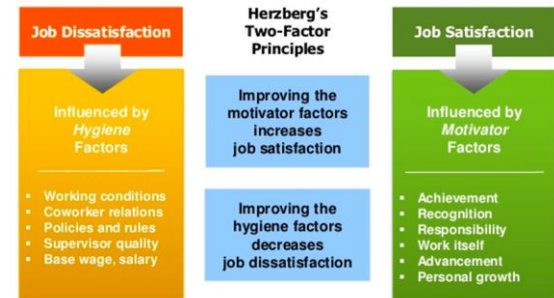
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SWEN90016 Software Processes and Project Management

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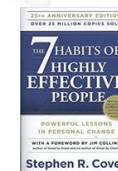
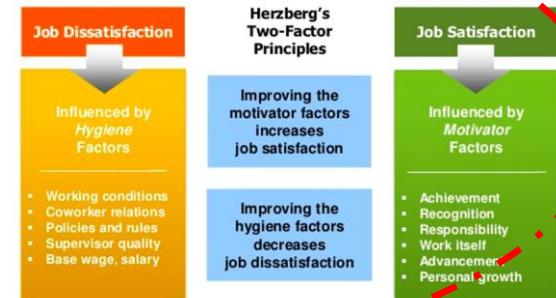
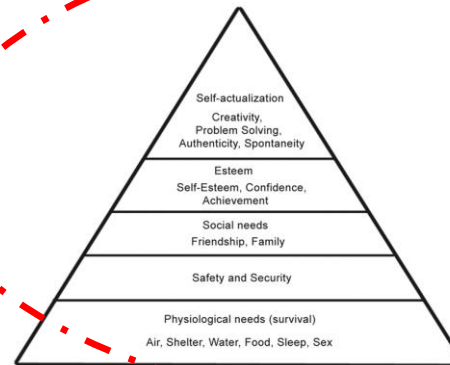
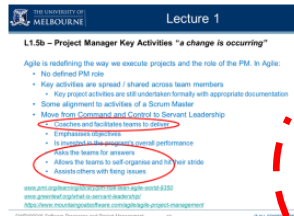
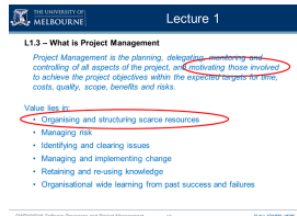


## L3 - Recap



### L3.1 – Teams, Individuals and Motivation

So why is this important to Project Management?





## L3 - Recap

### L3.1 – Teams, Individuals and Motivation

So why is this important to Project Management?

**Lecture 1**

**L1.3 – What is Project Management**

Project Management is the planning, delegating, monitoring and controlling of all aspects of the project, and motivating those involved to achieve the project objectives within the project's target for time, costs, quality, scope, benefits and risks.

Values lies in:

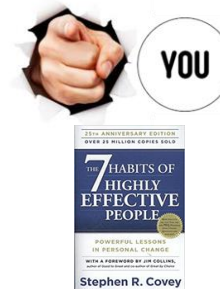
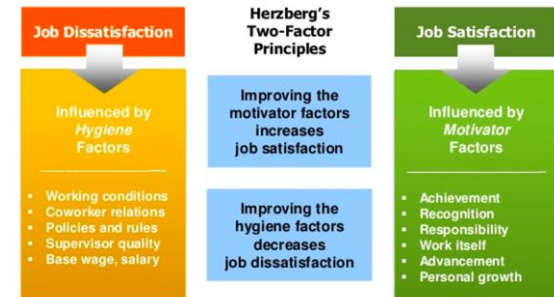
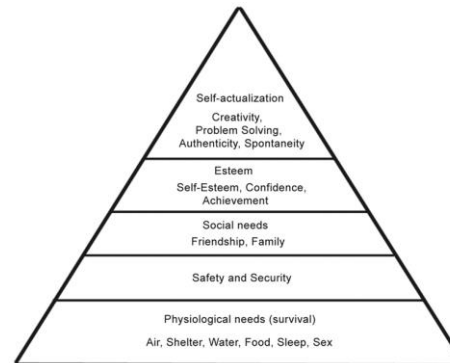
- Organising and structuring scarce resources
- Managing risk
- Identifying and clearing issues
- Managing and implementing change
- Retaining and re-using knowledge
- Organisational wide learning from past success and failures

**Lecture 1**

**L1.5b – Project Manager Key Activities "a change is occurring"**

Agile is redefining the way we execute projects and the role of the PM. In Agile:

- No defined PM role
- Key activities are spread / shared across team members
- Key project activities are still undertaken formally with appropriate documentation
- Some alignment to activities of a Scrum Master
- Move from **Command and Control** to Servant Leadership
- Coaches and facilitates teams to deliver**
- Emphasises objectives
- Is focused on team's overall performance
- Acts the teams for persons
- Allows the teams to self-organise and to 'own' their work
- Assists others with being agile



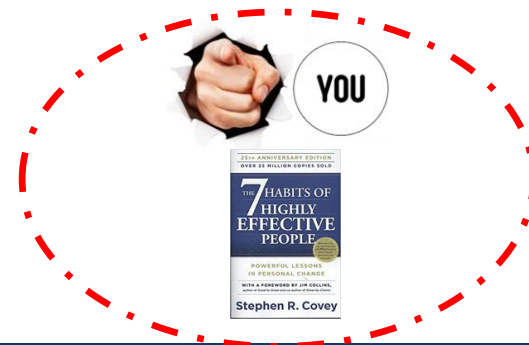
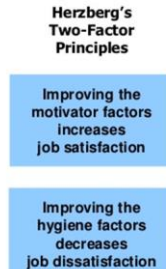
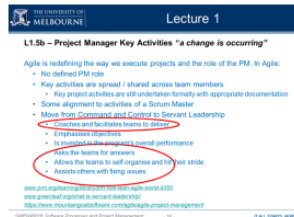
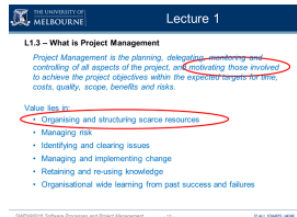


## L3 - Recap

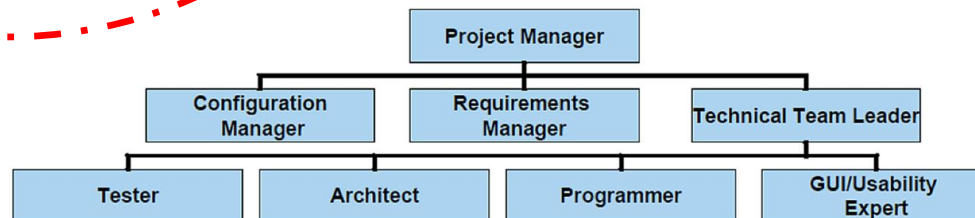
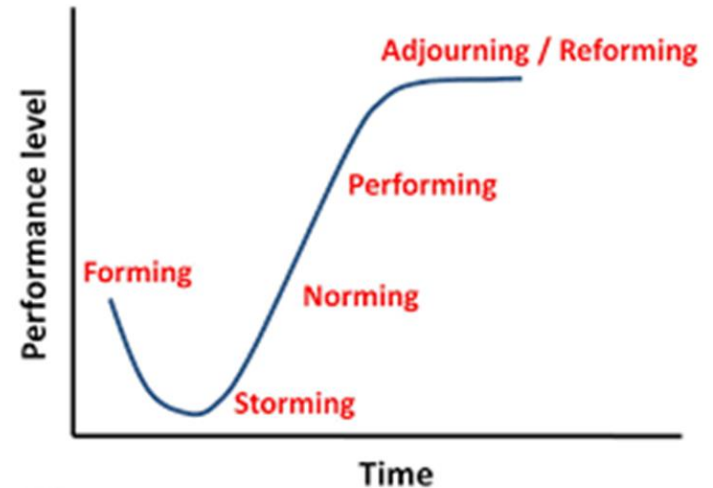
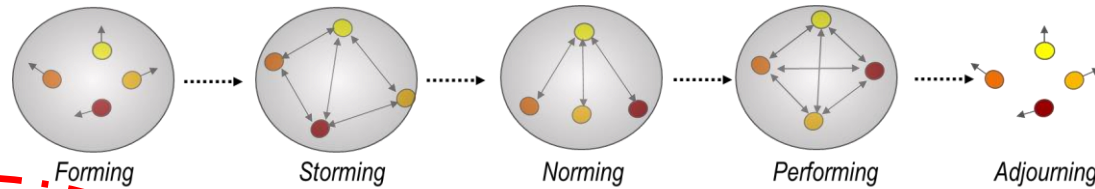


### L3.1 – Teams, Individuals and Motivation

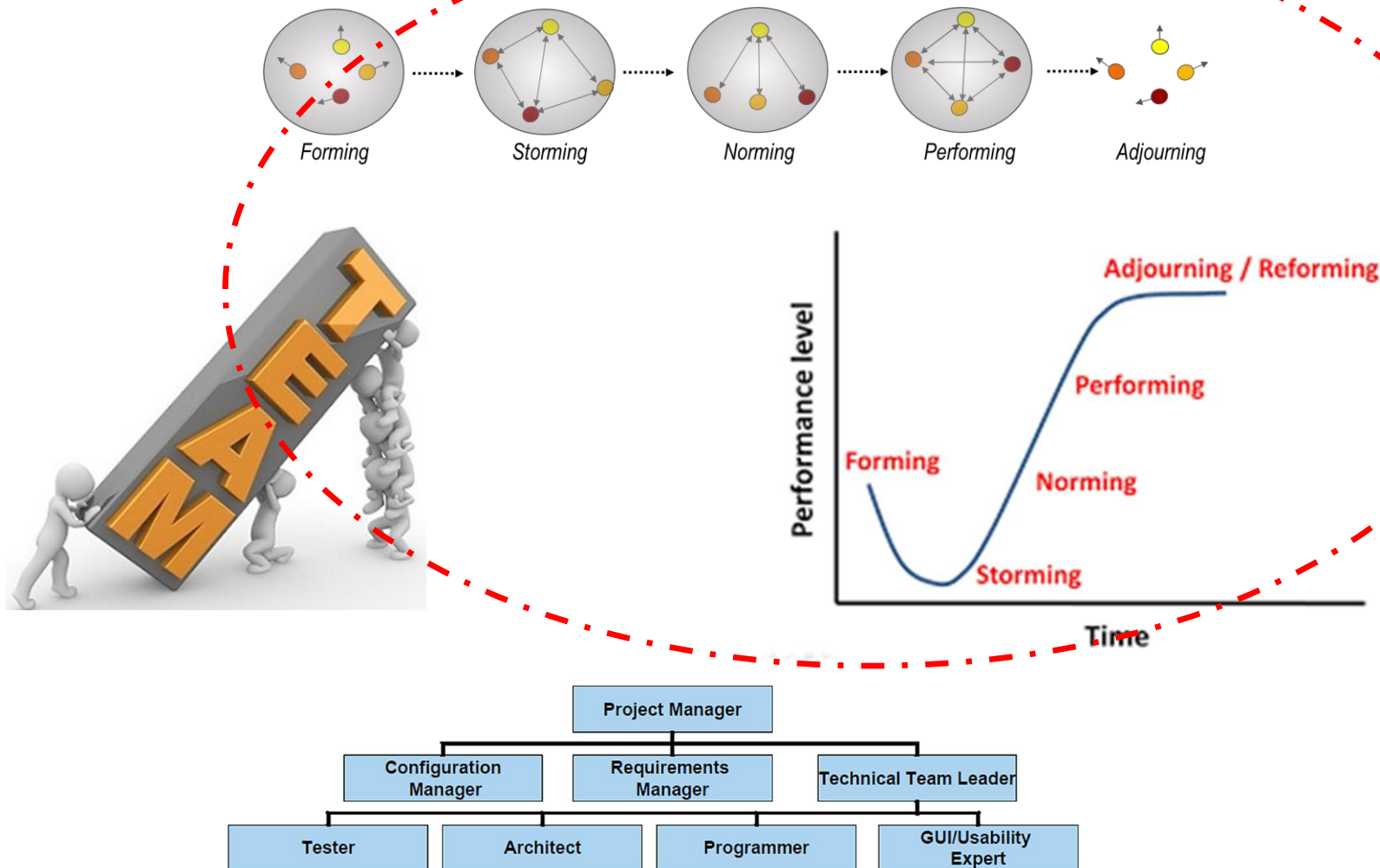
So why is this important to Project Management?



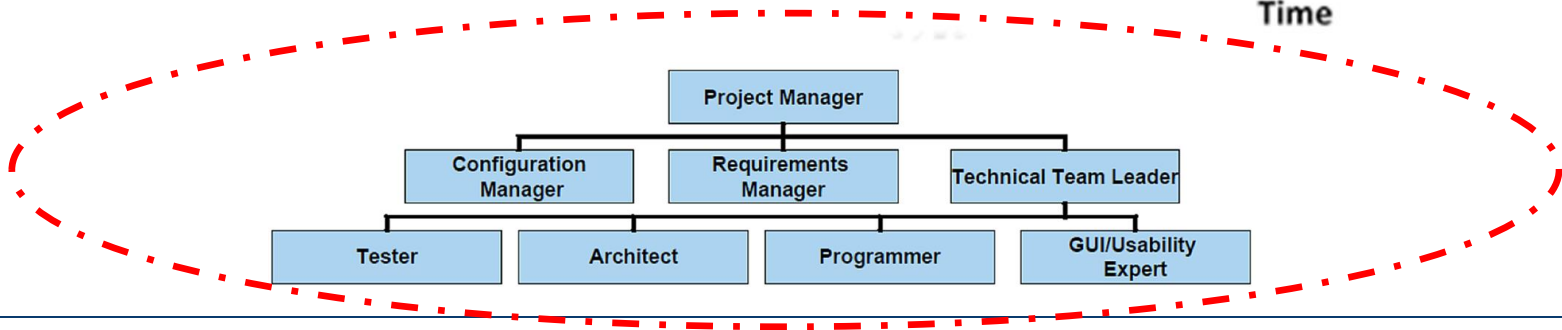
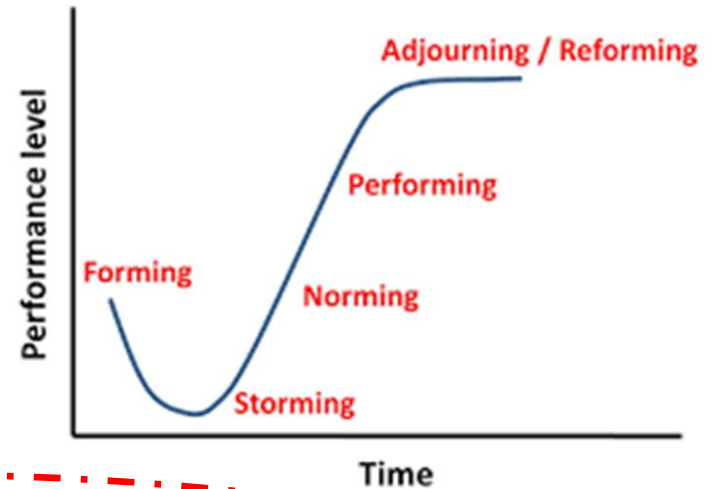
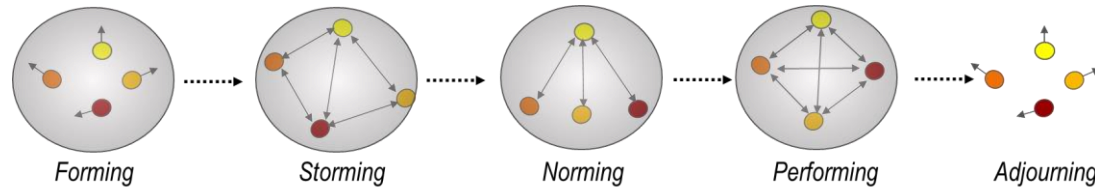
## L3 - Recap



## L3 - Recap



## L3 - Recap



## L3 – Recap – Any Questions





# Semester Structure

Week #	Lecture Date	Lecture Law G15 – Thursday 9.00am to 11.00am	Assignment
1	07/03/19	Subject Introduction, Introduction to Projects and Project Management,	
2	14/03/19	Project Management Plan & SDLC's	Assignment 1 Spec available on LMS 15/3
3	21/03/19	Individuals, Motivation and Teams	
4	28/03/19	<b>Stakeholder Management Communication Management</b>	<b>Assignment 2 available &amp; Groups created during the workshops / tutorials – attendance mandatory</b>
5	04/04/19	Project Planning and Scheduling Assignment 1 & 2 open forum / discussion	Assignment 1 (Individual) due Fri 5/4 @ 11.59 pm
6	11/04/19	Cost Estimation	
7	18/04/19	Risk Management	
	25/04/19	<b>Non Teaching Week – Mid semester break</b>	Assignment 2 (Part 1) due Wed 24/4 @ 11.59 pm
8	02/05/19	Quality Management	
9	09/05/19	<b>Ethics, Outsourcing &amp; Procurement</b>	Assignment 2 (Part 2) due Sat 11/5 @ 11.59 pm
10	16/05/19	<b>Guest Lecture</b>	Assignment 2 (Part 3) due Sat 18/5 @ 11.59 pm
11	23/05/19	<b>Configuration Management</b>	Assignment 2 (Final) due Sat 25/5 @ 11.59 pm
12	30/05/19	Subject Revision and Exam Prep	Assignment 2 Project Demonstration during tutorials



## L4 – Lets Start with an Experiment



- How do we communicate?
- I will pass a message to someone in the front who will then whisper it to the person next to them. You will each repeat it throughout the lecture
- At the end of the lecture I will ask the person who last received the message to share with us what they heard
- There is no right or wrong answer – our objective is to see how we communicate a straight forward message

## L4 - Intended Learning Objectives

L4.1 Understand the communication challenge

L4.2 Understand the importance of listening

L4.3 Understand the importance of communicating effectively & some key skills

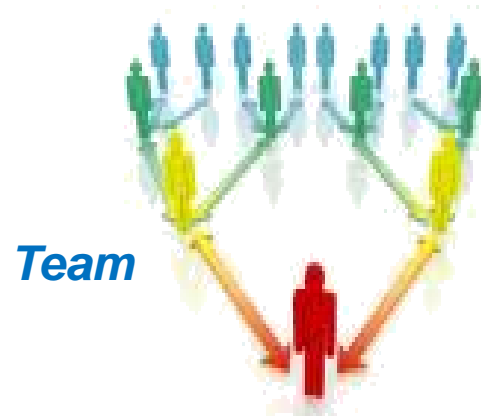
L4.4 Understand a communications plan and how it is used

## L4.1 – Communication Challenges



*Individual*

- Semantics [meaning]
- Perception [interpretation]
- Communication Channel
- Feedback
- Anxiety
- Culture



*Team*

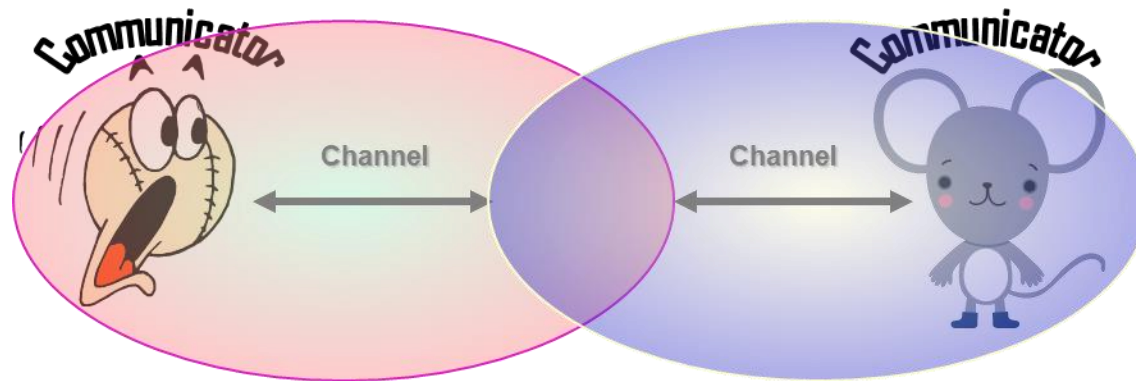
- Status
- Silos
- Information Overload
- Lack of Communication
- Protocol [rules]

## L4.1 – Communication Challenges



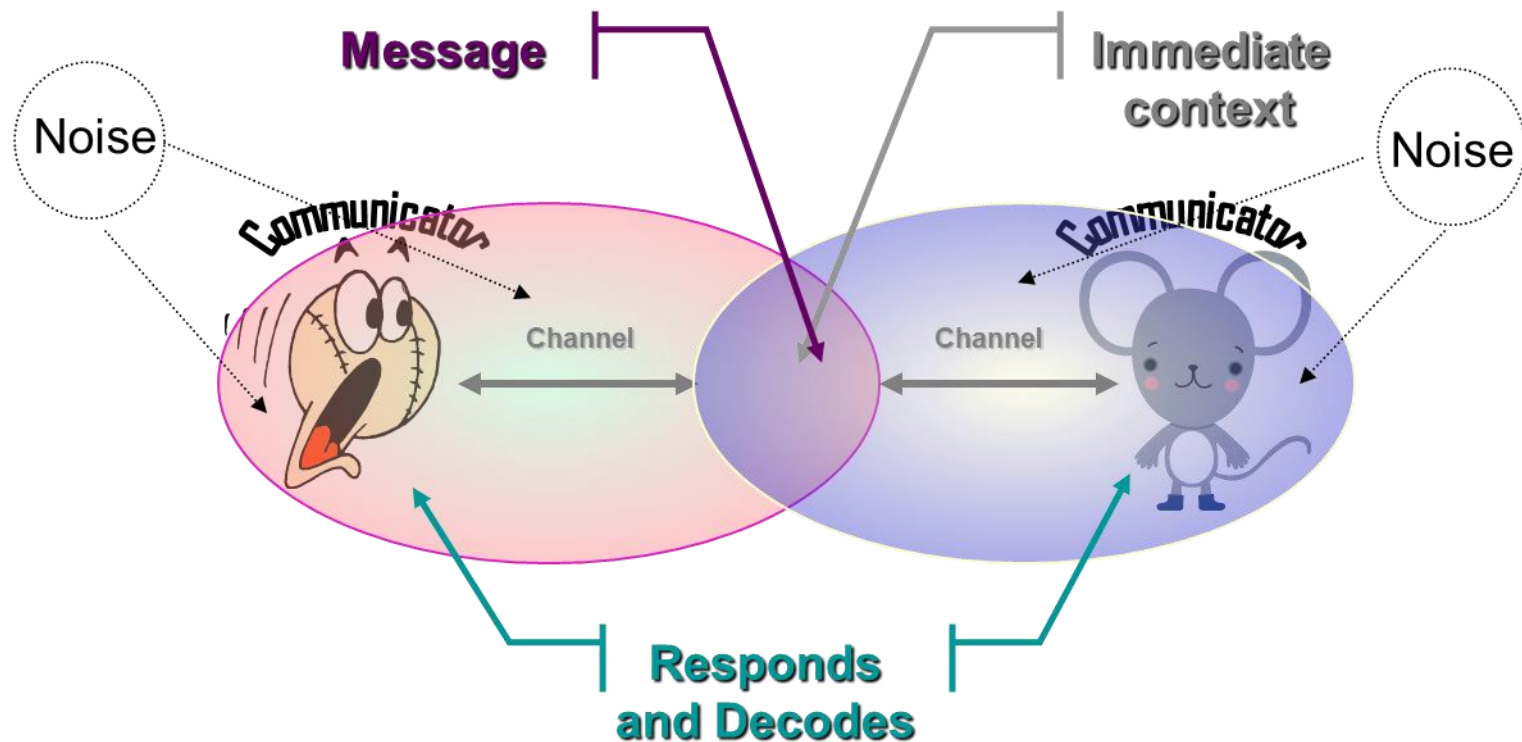
### *The Communication Model*

## L4.1 – Communication Challenges



*The Communication Model*

## L4.1 – Communication Challenges



*The Communication Model*



## L4 - Intended Learning Objectives

~~L4.1 Understand the communication challenge~~

L4.2 Understand the importance of listening

L4.3 Understand the importance of communicating effectively & some key skills

L4.4 Understand a communications plan and how it is used

## L4.2 – Understand the importance of Listening

*Hearing is the act of perceiving sound by the ear.*

*Listening requires concentration and is the process of taking in what you hear and mentally organising it so it makes sense.*

**The Act of Listening  
Demands Real Effort**

**Listening is An  
Essential Life Skill**



**Truly Effective  
Listeners are Rare**

**Few People Practice  
Listening and Even Fewer  
Have Been Trained to Listen**

## L4.2 – Understand the importance of Listening

- Why Do We Listen?
  - Promotes problem-solving abilities
  - Demonstrates acceptance of others
  - Builds and retains trust in relationships
  - Increase speaker's receptiveness to thoughts and ideas of others
  - Increases self-esteem of the speaker helps you evaluate messages
  - Helps you understand and retain information
  - Allows you to help others

## L4.2 – Understand the importance of Listening

- The Process of Listening
  - Predicting [some expected outcome]
  - Receiving
  - Assigning meaning
  - Assess / Validate
  - Remembering

## L4.2 – Understand the importance of Listening

- Types of Listening
  - Passive Listening – *Lectures*
    - Taking in the information without processing or reacting
  - Active or Empathetic Listening – *Tutorials*
    - Show interest
    - Asks questions
    - Avoid distractions
    - Use direct eye contact
    - Do not interrupt
    - Read both verbal and nonverbal messages

## L4.2 – Understand the importance of Listening

- Types of Listening
  - Critical Listening – *Problem Solving*
    - Determine speaker's motive
    - Challenge and question ideas
    - Distinguish fact from opinion
    - Recognise your own bias
    - Evaluate the message



## L4 – Lets Start with an Experiment



- How do we communicate?
- I will pass a message to someone who will then whisper it to the next person. Each person will repeat it through the chain.
- At the end of the chain, the person who last received the message will share with us what they heard.
- There is no right or wrong answer – our objective is to see how we communicate a straight forward message.

Where is our  
Experiment at?

## L4.2 – Understand the importance of Listening

### Challenges to Listening

- Physiological limitations
- Inadequate background information
- Selective memory or expectations
- Fear of being influenced / persuaded
- Bias and being judgemental
- Boredom or interference from emotions
- Partial listening and distractions - mobile phones / background noise
- Physical barrier e.g. environment, lighting, uncomfortable seating
- Cultural differences [understanding the spoken words]
- Past experiences
- Jargon & Acronyms

## L4.2 – Understand the importance of Listening

### The Importance of Active Listening

- Shows the speaker you are concerned or interested
- Leads to getting better information
- Encourages further communication
- Has the potential to enhance relationships
- Can calm down someone who is upset
- Invites others to listen to you
- Leads to better co-operation and problem solving

## L4 - Intended Learning Objectives

~~L4.1 Understand the communication challenge~~

~~L4.2 Understand the importance of listening~~


L4.3 Understand the importance of communicating effectively & some key skills

L4.4 Understand a communications plan and how it is used

## L4.3 – Communication key skills & importance


Communication Skills are critical in Project Management

- Verbal communication [including listening]
- Delivering presentations / updates
- Recognising, defining and solving problems
- Motivating and influencing others
- Delegating
- Setting goals & articulating a vision
- Self-awareness
- Managing conflict
- Networking


Lecture 3

**L3.1 – Teams, Individuals and Motivation**

So why is this important to Project Management?



Lecture 1

**L1.3 – What is Project Management**

Project Management is the planning, delegating, monitoring and controlling of all aspects of the project, and ensuring those involved to achieve the project objectives within the constraints of time, costs, quality, scope, benefits and risks.

Project Skills are:

- Organising and structuring scarce resources
- Managing risk
- Identifying and clearing issues
- Managing and implementing change
- Repeating and re-using knowledge
- Organisational wide learning from past success and failures


Lecture 1

**L1.5b – Project Manager Key Activities “a change is occurring”**

Agile is redefining the way we execute projects and the role of the PM. In Agile:

- No defined PM role
- Key activities are spread / shared across team members
- Key project activities are still undertaken formally with appropriate documentation
- Some alignment to activities of a Scrum Master
- Move from Command and Control to Servant Leadership
- Empowered team members to self-organise
- Continuous improvement
- Collaborative working
- Focus on teams for success
- Focus on teams to self-organise and to self-rotate
- Focus on teams with long issues

SWEN90016 Software Processes and Project Management
- 24 -
IT ALL STARTS HERE

## L4.3 – Communication key skills & importance

Why Is This Important? Because successful Project Managers must have the ability to:

- Read / understand the client
- Run a meeting
- Communicate (written & orally) thoughts accurately
- Manage the team
- Influence your environment
- Communicate, ensure alignment and buy-in to purpose



## L4 - Intended Learning Objectives

~~L4.1 Understand the communication challenge~~

~~L4.2 Understand the importance of listening~~

~~L4.3 Understand the importance of communicating effectively & some key skills~~

L4.4 Understand a communications plan and how it is used

## L4.4 – Communication Plan

- A large proportion of a Project Managers time is spent on communication
- Project Managers often use a Communications Plan to assist in managing and coordinating key communication messages
- A good project Communication Plan:
  - Ensures communications is effective and efficient
  - Allows the Project Manager to be pro-active
  - Sets a common understand of what will be done and when
  - Clarifies who is responsible for key items, what will be delivered and by who

<http://www.projectmanagementdocs.com/project-planning-templates/communications-management-plan.html#ixzz5A9VcGljd>

## L4.4 – Communication Plan

A Communications Plan defines:

- What information will be communicated - detail and format
- Communication Channel - meetings, email, telephone, web portal, etc.
- When information will be distributed – frequency of formal and informal comms
- Who is responsible
- Communication needs of stakeholders
- Resources the project will allocate for communication
- How sensitive or confidential information will be communicated & who will authorise this
- The flow of project communications
- Any constraints (internal or external) which affect project communications
- Any standard templates, formats, or documents the project must use
- Escalation process for resolving any communication-based conflicts or issues

## L4 – Lets Start with an Experiment



- How do we communicate?
- I will pass a message to someone who will then whisper it to the next person. Each person will repeat it three times.
- At the end of the chain, the person who last received the message will share with us what they heard.
- There is no right or wrong answer – our objective is to see how we communicate a straight forward message.

Where is our  
Experiment at?

## L4.4 – Communication Plan

**Example**

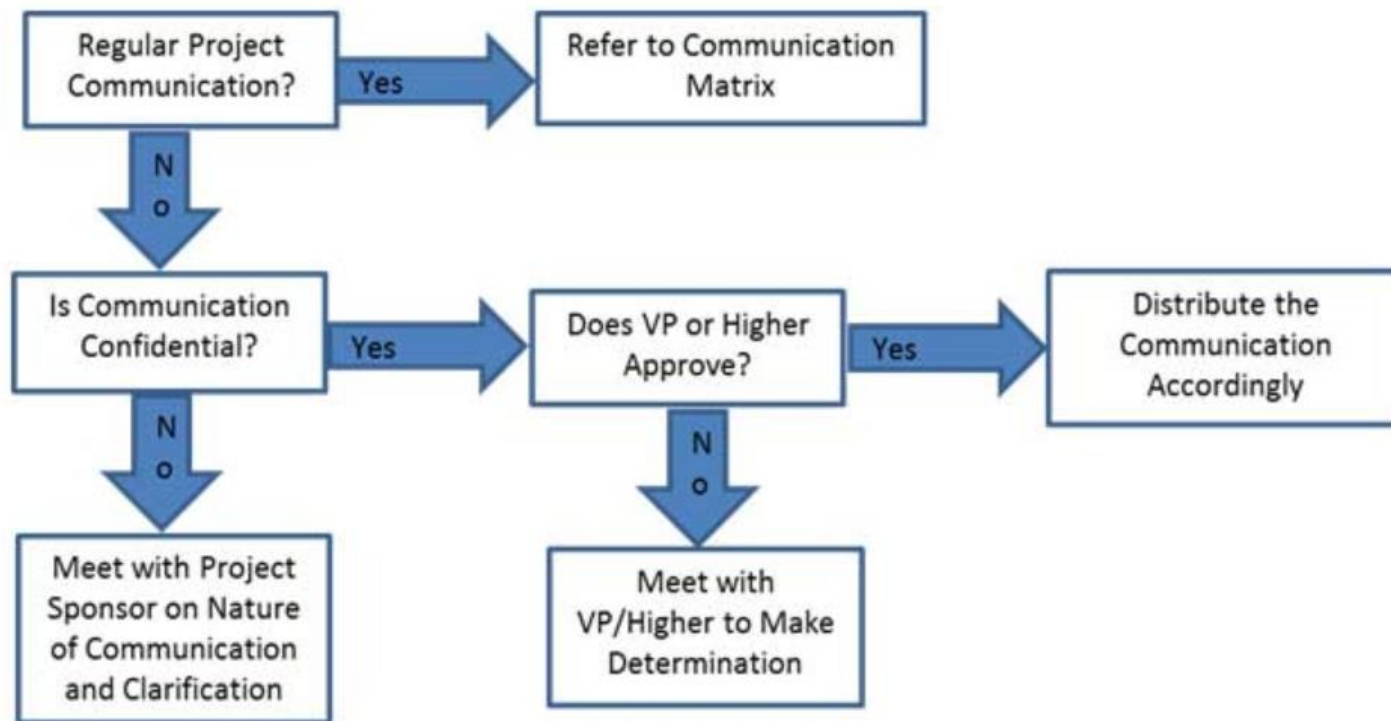
Is underpinned by a Communications Matrix

Stakeholder	Communication Objective	Format	Frequency	Owner	Importance
Sponsor	Provide updates on project progress, key issues, success and support required	Regular Meeting - face to face Formal Report	Weekly Monthly	Project Manager	High
Business Expert	Gather requirements, sign-off all scope, approve prototype and final acceptance	Formal Report / documentation	Fortnightly	Project Manager	High
Finance	Future funding approval	Project Finances	Bi-monthly	Finance rep	High
Human Resources	Identify staff required for project and deal with all staff related items	Resource plans	Monthly	Project Support	Medium
Risk Department	Identify risks and mitigation strategies and ensure they are being followed	Risk Management Plan	Monthly	Project Support	Medium
Internal IT Staff	Identify resources for all phases including Design, Requirements Gathering, Development and Production Implementation	Regular Meeting - face to face Formal Report	Weekly Monthly	Project Manager	High
External IT Staff / Supplier	To ensure they can execute on their Testing Services contract	Formal Report	Monthly	Project Manager	Low

## L4.4 – Communication Plan

**Example**

.....and a Communication Flowchart



Communications Flowchart

## L4.4 – Communication Plan

**Example**

.....and a Communication Escalation Plan

Priority	Definition	Decision Authority	Timeframe for Resolution
Priority 1	Major impact to project or business operations. If not resolved quickly there will be a significant adverse impact to revenue and/or schedule.	General Manager	Within 4 hours
Priority 2	Medium impact to project or business operations which may result in some adverse impact to revenue and/or schedule	Project Manager	Within 1 business day
Priority 3	Slight impact which may cause some minor scheduling difficulties with the project but no impact to business operations or revenue.	Project Manager	Within 2 business day
Priority 4	Insignificant impact to project but there may be a better solution.	Project Manager	Work continues and any recommendations are submitted via the project change control process.

# Listening.....

is the act of perceiving  
sound by the ear

requires concentration and  
is the process of taking in  
what you hear and  
mentally and organising it  
so it makes sense



# Which activity is NOT part of the process of listening?

Predicting some  
expected outcome

Receiving

Assigning meaning

Judging

Assessing /  
Validating

Remembering

# What are some of the challenges to listening?

Physiological limitations

Bias and being  
judgemental

Boredom or interference  
from emotions

Cultural differences

Past experiences

Jargon & Acronyms

All of the above

## BREAK

Please return promptly as the  
Lecture will re-start in ***10 mins***

## L4 – Lets Start with an Experiment



- How do we communicate?
- I will pass a message to someone who will then whisper it to the next person. Each person will repeat it through the chain.
- At the end of the chain, the person who last received the message will share with us what they heard.
- There is no right or wrong answer – our objective is to see how we communicate a straight forward message.

Where is our  
Experiment at?

## L4 - Intended Learning Objectives

L4.5 Understand key communication considerations

L4.6 Understand the Stakeholder Management Process

L4.7 Identifying Stakeholders & the Stakeholder Register

L4.8 Understand Stakeholder Engagement and Planning

## L4.5 – Key Communication Consideration

### Importance of Face to Face meetings

- 58% of communication is through body language
- 35% of communication is through how the words are said
- 7% of communication is through content or words that are spoken
- Pay attention to more than just the actual words
- A person's tone or voice and body language can say a lot about how they really feel
- Non verbal comms govern how other people feel about us and also how we feel about ourselves

*Body Language - Spend some time looking at Ted Talk [https://www.youtube.com/watch?v=Ks-\\_Mh1QhMc](https://www.youtube.com/watch?v=Ks-_Mh1QhMc)*

## L4.5 – Key Communication Consideration

### Items to remember

- Rarely does the receiver interpret a message exactly as the sender intended
- Geographical location and cultural background affect the complexity of communications
  - Different working hours
  - Language barriers
  - Different cultural norms
- Communication helps manage conflicts effectively
- Spend time developing communication skills – *practice & feedback*
- Choose the channel appropriately

## L4.5 – Key Communication Consideration Commination Channels – some examples

Choose carefully as it will make a difference

How well medium is Suited to:	Hard Copy	Telephone Call	Voice Mail	eMail	Meeting / f2f	Web Site
Confirming commitments	1	3	3	1	2	1
Building consensus	3	2	3	3	1	3
Mediating conflict	3	2	3	3	1	3
Resolving misunderstanding	3	1	3	3	1	3
Addressing negative behaviour	3	2	3	2	1	3
Expressing support / appreciation	1	1	2	1	1	1
Encouraging creative thinking	2	3	3	2	1	3

*1 = Most suited, 2 = Less suited and 3 = Least Suited*



## L4.5 – Key Communication Consideration Running Effective Meetings

Meetings - Lets have a look...

<https://www.youtube.com/watch?v=cF39VQXEbjk>

*Reference Video Art – [www.videoarts.com](http://www.videoarts.com)*

## L4.5 – Key Communication Consideration

### Running Effective Meetings

- Determine if Meeting Can Be Avoided
- Define the Purpose and Intended Outcome
- Determine Who Should Attend the Meeting
- Provide an Agenda [before the meeting]
- Prepare any Handouts or Visual Aids
- Control the meeting – Focus discussions on agenda topics
- Set Ground Rules – Only one person at a time talking
- Summarise actions, dates, owners and next steps as you go – via an Action Register
- Follow up formally with scheduled activities to ensure progress

## L4 – Lets Start with an Experiment



- How do we communicate?
- I will pass on the message who will then repeat it? who will repeat it? who will each repeat it?
- At the end of the day, what is the last received message? what is the last message they heard?
- There is no point in repeating the message – our objective is to see how we can get the right forward message

Last Reminder  
 Where is our  
 Experiment at?

## L4.5 – Key Communication Consideration

### Running Effective Meetings – Agenda

#### *Company ABC*

##### SOFTWARE DEVELOPMENT PROJECT #99

#### Agenda- Meeting # 3

26 March 2018 – 8.00am to 9.00am

Melbourne University – Old Arts Building Lecture Theatre

ITEM	TITLE	TYPE	LEAD
1	Welcome and apologies	Verbal	Chair / Sponsor
2	Objectives of this meeting – Key decisions	Papers	Chair / Sponsor
3	Review Past Action Items	Papers	Project Manager
4	Project Update – Finances, Risks, Issues	Papers	Project Manager
5	Sign-off Project Scope	Papers	Sponsor / Business SME
6	Open Forum	Verbal	Chair / Sponsor
7	Review Action Items from this meeting	Verbal	Project Manager
8	Next Meeting and Meeting close	Verbal	Chair / Sponsor

## L4.5 – Key Communication Consideration Running Effective Meetings – Action Register

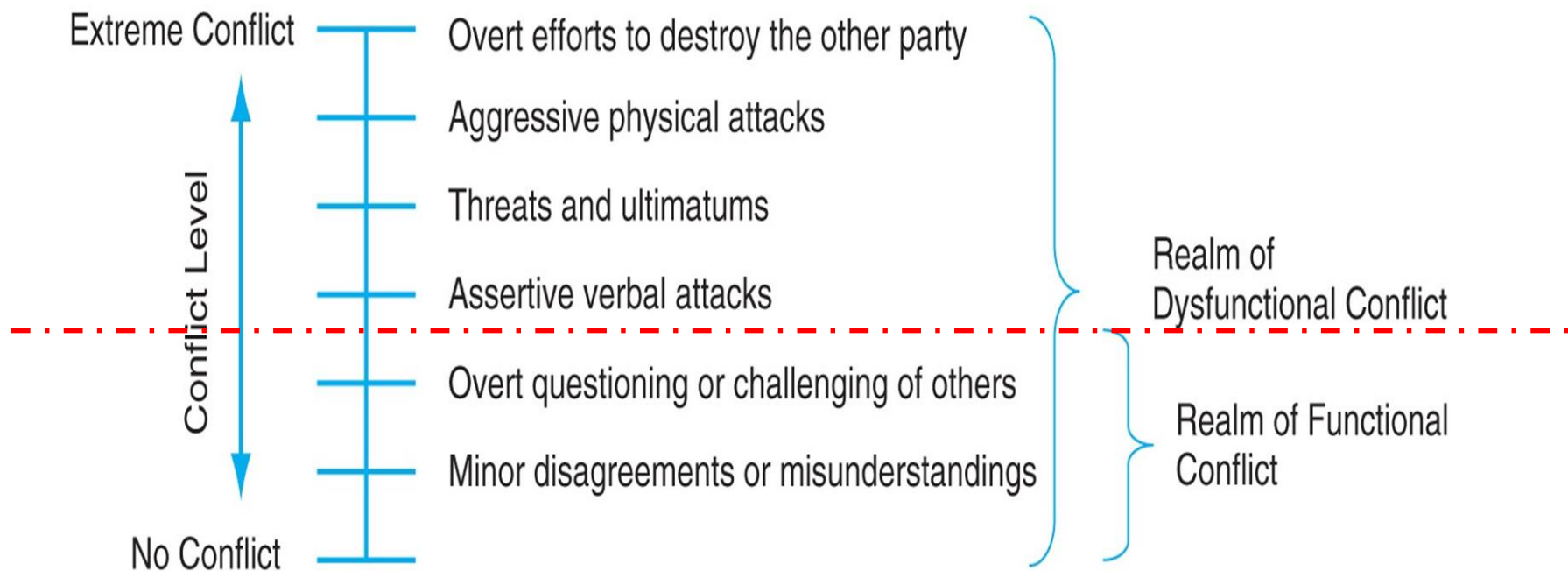
Company ABC – Software Development Project #99

### ACTION ITEM REGISTER

Action Item No.	Meeting Dates	Agenda Item	Actions	Owner	Action Item (Open/Closed)	Status / Update
1	14 Feb 2018	Item # 3 - Project Update	Review financials and update to include additional scope items.	Project Manager	Open	<ol style="list-style-type: none"> <li>1. Discussion with the Business SME confirmed items are required and are now in scope.</li> <li>2. Discussions with Finance for additional funds to cover development.</li> <li>3. Finance has approved additional funds.</li> <li>4. Item can now be closed.</li> </ol>
2	10 Mar 2018	Item # 4 - Risks	Project Manager to review all development risks and update to include mitigation strategies to cover development resources who have recently resigned.	Project Manager	Open	<ol style="list-style-type: none"> <li>1. This activity has not yet started. It will be started in early April with an expected completion date of 25<sup>th</sup> April 2018.</li> </ol>
<b>Closed Action Items</b>						
3	14 Feb 2018	Item # 2 – Business Stakeholder Engagement	Review and advise work order status post 31 October 2017.	Sponsor & Project Manager	Closed	<ol style="list-style-type: none"> <li>1. Organise meetings with key stakeholders to walk them through the Project Charter and get their buy-in.</li> </ol>
4	14 Jan 2018	Item # 5 – Resourcing	Key resources are required to be allocated to run the Project. A dedicated Project Manager is required.	Sponsor	Closed	<ol style="list-style-type: none"> <li>1. Sponsor spoke to HR and a suitably skilled Project Manager has been identified and allocated to the project. Start date is 28<sup>th</sup> Jan 2018.</li> </ol>

## L4.5 – Key Communication Consideration Conflict

Conflict in projects will occur and will have different levels of impact.



## L4.5 – Key Communication Consideration Conflict

Conflict is the single most undermanaged activity and if left unresolved will destroy a project. Key causes within a Project

- Schedule
- Intellectual disagreements
- Personalities
- Project Priorities
- Manpower
- Technical
- Administration
- Personality
- Cost

## L4.5 – Key Communication Consideration Common Conflicts across the Project Life Cycle

### 1. Definition / Mobilisation Phase

- Disputes / Conflict can occur:
  - Relative importance of this project against other projects
  - Which Project Management / SDLC methodology should be used
  - Key personnel to lead and drive this activity – who is available and who do we want
  - High level costs, benefits, timelines and milestones

### 2. Planning Phase

- Disagreements / Conflict include:
  - Final schedule, cost, timelines, deliverables
  - Availability of resources and when they are required
  - Spending funds before projects are formally approved
  - Decisions rights
  - Technical requirements / solutions to be used



## L4.5 – Key Communication Consideration Common Conflicts across the Project Life Cycle

### 3. Execution Phase

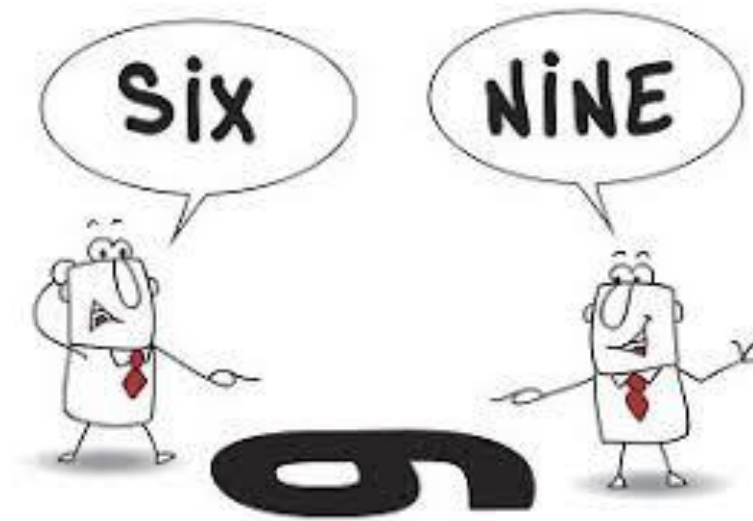
- Disputes / Conflict can occur:
  - Schedule slippage, technical problems, quality and staffing
  - Missed milestones
  - Resource allocation – when are they required compared to when were they planned for – due to delays
  - Management of 3<sup>rd</sup> party suppliers / external companies engage to deliver services

### 4. Delivery Phase

- Disagreements / Conflict include:
  - Schedule, quality and costs
  - Scope – what was expected / removed
  - Missed milestones
  - Release windows
  - Staff burnout

## L4.5 – Key Communication Consideration Conflict

Deal with it quickly and succinctly and  
**BEFORE** it becomes a major issue



## L4 – Lets check-out our experiment

- Our experiment finished with .....



What did the last person hear?

- And started with .....

## L4 – Lets check-out our experiment



- Our experiment finished with .....

What did the last person hear?

- And started with .....

.....

## L4 - Intended Learning Objectives

~~L4.5 Understand key communication considerations~~

L4.6 Understand the Stakeholder Management Process

L4.7 Identifying Stakeholders & the Stakeholder Register

L4.8 Understand Stakeholder Engagement and Planning

## L4.6 – Stakeholder Management Process

### Project Stakeholder Management Process:

1. Identifying Stakeholders.
2. Planning Stakeholder Management.
3. Managing Stakeholder Engagement.

## L4 - Intended Learning Objectives

~~L4.5 Understand key communication considerations~~

~~L4.6 Understand the Stakeholder Management Process~~

L4.7 Identifying Stakeholders & the Stakeholder Register

L4.8 Understand Stakeholder Engagement and Planning

## L4.7 - Identifying Stakeholders & the Stakeholder Register

Internal Stakeholders	External Stakeholders
Shareholders	Customers
Employees	Suppliers
Board Members	Governments
Sponsor / Business Managers	Unions
Project Manager	Public [Local Communities / General Public]
Management	Other Related Institutions [e.g. Financial]
Project Team	Competitors



## L4.7 - Identifying Stakeholders & the Stakeholder Register

- *Identification information:* The stakeholders' names, positions, locations, roles in the project, and contact information
- *Assessment information:* The stakeholders' major requirements and expectations, potential influences, and phases of the project in which stakeholders have the most interest
- *Stakeholder classification:* Is the stakeholder internal or external to the organisation? Is the stakeholder a supporter of the project or resistant to it?

## L4.7 - Identifying Stakeholders & the Stakeholder Register

Name	Position	Internal/External	Project Role	Contact Information
<b>Stephen</b>	VP of Operations	Internal	Project Sponsor	stephen@globaloil.com
<b>Betsy</b>	CFO	Internal	Senior Manager. Approves Funds	betsy@globaloil.com
<b>Chien</b>	CIO	Internal	Senior Manager. PM's Boss	chien@globaloil.com
<b>Ryan</b>	IT Analyst	Internal	Team Member	ryan@globaloil.com
<b>Lori</b>	Director Accounting	Internal	Senior Manager	lori@globaloil.com
<b>Sanjay</b>	Director Refineries	Internal	Senior Manager of Largest Refinery	sanjay@globaloil.com
<b>Debra</b>	Consultant	External	Project Manager	debra@globaloil.com
<b>Suppliers</b>	Suppliers	External	Software Supplier	suppliers@gmail.com

## L4 - Intended Learning Objectives

~~L4.5 Understand key communication considerations~~

~~L4.6 Understand the Stakeholder Management Process~~

~~L4.7 Identifying Stakeholders & the Stakeholder Register~~

L4.8 Understand Stakeholder Engagement and Planning

## L4.8 – Understanding Stakeholder Engagement and Planning

### Levels of Stakeholder Engagement

- Unaware: Unaware of the project and its potential impacts on them
- Resistant: Aware of the project yet resistant to change
- Neutral: Aware of the project yet neither supportive nor resistant
- Supportive: Aware of the project and supportive of change
- Champion / Leading: Aware of the project and drives change

## L4.8 – Understanding Stakeholder Engagement and Planning

The stakeholder management plan can include:

- Current and desired engagement levels
- Interrelationships between stakeholders
- Communication requirements
- Potential management strategies for each stakeholder
- Methods for updating the stakeholder management plan

**Note:** *Because a stakeholder management plan often includes sensitive information, it may not be part of the official project documents, which are normally available for all stakeholders to review.*

*In many cases, only project managers and a few other team members should prepare the stakeholder management plan. Parts of the stakeholder management plan may not be written down, and if they are, distribution is limited.*

## L4.8 – Understanding Stakeholder Engagement and Planning

Stakeholder Analysis includes:

- Names and Organisations of Key Stakeholders
- Their Role on the Project
- Unique Facts about Each Stakeholder
- Level of Interest in the Project
- Influence on the Project
- Suggestions and Strategies for Managing Relationships with each Stakeholder

## L4.8 – Understanding Stakeholder Engagement and Planning

### Stakeholder Analysis example:

Name	Power / Influence	Current Engagement	Potential Management Strategies
<b>Brian</b>	High/High	Champion / Leading	Brian can seem intimidating due to his physical stature and deep voice, but he has a great personality and sense of humour. He previously led a similar software upgrade project at another company and knows what he wants. Manage closely and ask for his advice as required. He likes to be kept in touch with short, frequent updates in person.
<b>Mary</b>	High/Medium	Resistant	Mary is very organised yet hardhead. She has been pushing corporate IT standards, and the system the PM and sponsors like best goes against those standards, even though it's the best solution for this project and the company as a whole. Need to convince her that it is ok and that people still respect her work and position.
<b>Finance Team</b>	Medium/High	Resistant	The Finance Team is resistant to the Project. They believe the funds can be better used elsewhere in the organisations. They also believe the Benefits are not achievable in the defined pay back period. Key stakeholder as they control the funding which the project is dependant on. Need to convince them of the costs & benefits and ensure they understand the detail. Get them involved in a detailed review of all \$'s.
<b>Jessica</b>	High/Low	Neutral	Very professional, logical person. Gets along with Mary. She has supported Brian in approving past projects with strong business cases. Provide detailed financial justification for the suggested solution to keep her satisfied. Also ask her to talk to Mary on Brian's behalf.

# Why is it important for a Project Manager to communicate well?

Read / understand the client

Run a meeting

Communicate (written & orally) thoughts accurately

Manage the team

Influence your environment

All of the above



# Why are face to face (f2f) meetings important?

It is good to sit down and see people as we are usually so busy

It isn't - I don't like seeing and speaking with people

Because 58% of communication is through body language

So that I can really tell them what I am thinking

All of the above

# Resolving conflict is best done through:

Email

Web site

Hardcopy

A face to face  
meeting

Not at all - I don't  
like conflict

## External stakeholders include:

Customers

Suppliers

Governments /  
Unions

General Public

Competitors

All of the above



# Semester Structure

Week #	Lecture Date	Lecture Law G15 – Thursday 9.00am to 11.00am	Assignment
1	07/03/19	Subject Introduction, Introduction to Projects and Project Management,	
2	14/03/19	Project Management Plan & SDLC's	Assignment 1 Spec available on LMS 15/3
3	21/03/19	Individuals, Motivation and Teams	
4	28/03/19	Stakeholder Management Communication Management	Assignment 2 available & Groups created during the workshops / tutorials – attendance mandatory
5	04/04/19	<b>Project Planning and Scheduling Assignment 1 &amp; 2 open forum / discussion</b>	<b>Assignment 1 (Individual) due Fri 5/4 @ 11.59 pm</b>
6	11/04/19	Cost Estimation	
7	18/04/19	Risk Management	
	25/04/19	<b>Non Teaching Week – Mid semester break</b>	Assignment 2 (Part 1) due Wed 24/4 @ 11.59 pm
8	02/05/19	Quality Management	
9	09/05/19	Ethics, Outsourcing & Procurement	Assignment 2 (Part 2) due Sat 11/5 @ 11.59 pm
10	16/05/19	Guest Lecture	Assignment 2 (Part 3) due Sat 18/5 @ 11.59 pm
11	23/05/19	Configuration Management	Assignment 2 (Final) due Sat 25/5 @ 11.59 pm
12	30/05/19	Subject Revision and Exam Prep	Assignment 2 Project Demonstration during tutorials